



DEPARTMENT OF COMMUNITY SERVICES

STRATEGIC PLAN

2013-2018



Message from the Minister

The Department of Community Services continues to play a key role in helping this government achieve our vision of "moving forward together" by investing in programs and services that will lead to vibrant, healthy and sustainable Yukon communities.



This five-year strategic plan includes goals and activities that will help to address key challenges and priorities important to Yukoners as we strive to bring about long-term benefits for the territory. In particular, we are working hard to achieve a better quality of life, grow the economy, protect the environment and promote good government.

We believe in a sustainable future for all Yukon communities that is achieved through continued dialogue and collaboration with Yukoners and local governments. The department looks forward to continuing to deliver programs and services that directly benefit the citizens of Yukon as set out in the department's strategic plan for vibrant, healthy and sustainable Yukon communities.

A handwritten signature in dark ink, appearing to read 'Elaine Taylor'.

Elaine Taylor
Minister of Community Services

Table of Contents

Message from the Minister	1
Table of Contents	2
Vision, Mission and Values	3
Department Strategic Context	5
Strategic Goals	8

Vision, Mission and Values

Where We're Going – Our Vision

Vibrant, healthy and sustainable Yukon communities.

What We Do – Our Mission

Community Services contributes to the development of sustainable communities, the protection of people and property and the advancement of community well-being.

How We Will Get There – Our Strategic Goals

Department Goals

Goal 1: Develop, maintain and improve community infrastructure.

Goal 2: Prepare for, respond to and assist with emergency events.

Goal 3: Foster strong local governance and healthy, active communities.

Goal 4: Effectively administer a broad range of licensing, business and regulatory services.

Corporate Goals

Goal 5: Attract, develop and engage talented people to continue to provide high quality service to the public.

Goal 6: Practice open, accountable and fiscally responsible government.

Goal 7: Advance strategic initiatives through interdepartmental cooperation.

What We Believe – Our Core Values

We believe in:

- **Respect** as the foundation of our organization
- **Collaboration** through inclusive approaches and sharing of diverse perspectives
- **Service Excellence** as the standard for all of our interactions
- **Integrity** through honest, committed and accountable public service

Our Core Values – How We Practice Them

<p>Respect through:</p> <ul style="list-style-type: none"> • Sincere and honest interactions in our dealings • Professionalism, equity and fairness in our treatment of each other and our clients • Consideration of the social, economic and environmental interests of Yukoners • Cross-cultural appreciation • Acceptance of diverse perspectives • Work/life balance • Protection of life and property • Enabling autonomy/independence and trust • Recognition of employees and their contributions 	<p>Service Excellence through:</p> <ul style="list-style-type: none"> • Promoting and practicing workplace safety • Timely, reliable, and responsive service delivery • Innovation and adaptability • Professional development of our employees • Prudent fiscal management • Accountable, effective and efficient program delivery • Empathetic and caring interactions • Focus on community-specific and client centered solutions
<p>Collaboration through:</p> <ul style="list-style-type: none"> • Recognition of the strengths of others • Adaptive, flexible, innovative approaches to problem-solving and decision-making • Open, proactive, inclusive and responsive dialogue • Maximizing opportunities for capacity building and resource-sharing through cooperative partnerships and teamwork 	<p>Integrity through:</p> <ul style="list-style-type: none"> • Accepting responsibility for our decisions and actions • Leading by example • Demonstrating professionalism through honest and trustworthy actions • Committing to impartial public service • Authentic and transparent interactions

What Affects our Department – Community Services Strategic Context

The Department of Community Services has a broad program mandate. Its responsibilities include professional licensing, employment standards, landlord/tenant and securities regulation, municipal-type services to unincorporated communities, promotion of sport and active living, land development, municipal like infrastructure projects, support to local governance and serving as the Yukon government's lead on emergency prevention, mitigation, response and recovery. Despite their diversity, these programs do have a common element, which is to serve Yukon citizens and their communities.



Land Development - New Range Road

There are local and global changes that have affected departmental programs and services and are expected to continue over the next five years. Yukon's strong economy has resulted in a booming housing market. Consumer demand is outpacing the supply of residential building lots. Community Services will work with its land planning/development partners (Energy, Mines & Resources and municipal governments) to carefully analyze economic trends plan and develop new subdivisions with the goal of matching supply with demand. A strong housing market also means the department's Assessment and Taxation and Building Safety branches will continue to face an increasing number of property assessments and building code compliance permits and inspections. This growth also increases demand for interface protection between wildland and structural fire services.

Economic growth will affect Community Services in other ways. For example, there are increasing infrastructure needs to support this growth. Labour market shortages will continue to cause an influx of foreign workers, who must be educated about their rights and responsibilities under Yukon's employment law, and the additional need for private professional services impacts business and professional licensing.

Demographics in Yukon are also anticipated to change. More Yukoners are expected to retire locally. This aging population is, for the most part, a very active demographic, and is involved in a variety of sports and recreational pursuits. Recent successes in hosting the 2007 Canada Winter Games, 2012 Arctic Winter Games and other major sport events have created an increasing interest in Yukon as a sport event destination.



Sport tourism is a burgeoning market for Yukon. These positive trends must be taken into consideration in programming and operational planning for the Sport & Recreation Branch.

A strong economy and increasing population can also have less positive societal impacts. Instances of substance abuse, rental and housing shortages, and family violence can rise in areas of economic growth. Yukon is no exception to these trends. Persons struggling with alcohol abuse and homelessness remain the most frequent users of the department's Emergency Medical Services, and are expected to continue to strain its resources.

Climate change is forecasted to affect the northern territories more dramatically than southern Canada. Warmer temperatures mean more snowfall, and we have already seen more flooding in Yukon communities. The length of the wildland fire season is expected to increase due to climate change. Dramatic variability of weather patterns may result in increased extreme weather events. The Protective Services Division of

the department will be tested in keeping pace with these and other challenges as they impact people and communities.

Protection of Yukon's natural resources is important to its citizens, and this has resulted in more stringent environmental regulatory requirements. These regulations affect municipalities and Community Services as both have responsibility for the construction and operation of water supply and treatment facilities and landfill sites. The department is also working with municipalities in addressing operational training and capacity needs to support this infrastructure.

Strong local governance is a key component to the department's vision of vibrant, healthy and sustainable Yukon communities. Yukon's eight municipalities have identified their own set of challenges in local governance delivery and with aging community infrastructure. Through the "Our Towns/Our Futures" initiative, the department's Community Affairs branch will work with municipalities to identify ideas to help address operational capacity, infrastructure deficit and other issues facing Yukon's municipal governments. Local governance structures will also continue their important role in advising the department about services in unincorporated communities. Community Services is at a transition point where the department will need to manage change and redefine service delivery models. The department's greatest challenge will be responding to increased demand for services while facing concurrent resource limitations. Key strategies will include greater use of technology, and program and operational refinements to respond to new safety requirements and anticipated service demands.

Strategic Goals

This section discusses our strategic goals and outlines the objectives we have identified to realize them. These goals are of equal priority.

Strategic Goal 1 – Develop, maintain and improve community infrastructure

Extensive consultations with Yukon municipalities, First Nations, unincorporated communities, industry and the general public, as well as detailed technical and engineering assessments identified a large list of infrastructure needs in the Territory.

Addressing Yukon's infrastructure deficit will help to support more sustainable Yukon communities, as well as assist our small municipalities and First Nation governments to continue to build their own capacity to plan and manage capital infrastructure projects.

To accomplish this we have identified the following strategic objectives:



Rain Garden Whistle Bend

1.1 Maintain a supply of building lots

This objective will provide an appropriate supply of developed land in order to maintain a stable building construction industry and better meet consumer housing demand.

1.2 Modern infrastructure in Yukon communities

This investment continues to build necessary infrastructure for community residents, as well as providing access to Yukon's natural resources and supporting increasing private sector interest and operations in Canada's North.

Risk Enterprise Management & Performance Measure

Infrastructure projects are expensive capital projects, both for Yukon government, as well as municipal and First Nation governments.

As such, cost is the single largest risk to Yukon's ability to continue to address our aging infrastructure at the current pace. And failure to invest in modernizing Yukon's infrastructure will result in barriers to short and long term economic

development, an inability to meet environmental and safety standards and opportunities to showcase our unique community history and culture.

The Build Canada Plan has provided critical funding to enable Yukon government develop a Yukon Infrastructure Plan and make significant investments in modernizing our infrastructure. But Build Canada expires in 2015.

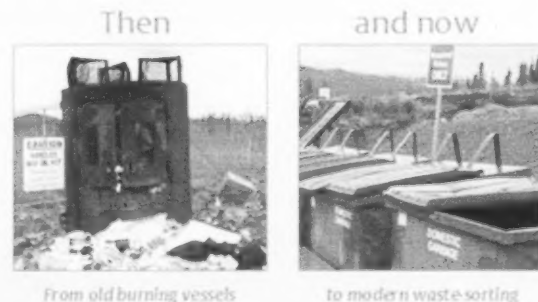
While Canada has indicated a successor program to Build Canada, details have yet to be determined. Managing this risk will be addressed by Community Services working with Canada and provincial/territorial governments to develop a long term plan for Canada to partner with us in continuing to make these important investments.

Our performance measures are twofold:

1. To complete identified projects in the set of Annual Capital Plans approved under the Build Canada Plan; and
2. To successfully negotiate the details of a successor funding program to Build Canada by 2014.

1.3 A modern solid waste management system in Yukon

The safe operation of Yukon landfills and an overall reduction of solid waste will help to protect the environment.



1.4 Access to safe drinking water for all Yukoners

The public will always be concerned about the quality of their drinking water and whether it is safe to drink. The Yukon Infrastructure Plan identifies a need for improved water infrastructure.

1.5 Community capacity to manage local infrastructure

To date, over 200 million dollars in federal and territorial infrastructure investment has been made in Yukon communities, and this investment is expected to continue. Activities under this objective will address municipal and First Nations capacity to plan, build and operate important local infrastructure.

Strategic Goal 2 – Prepare for, respond to and assist with emergency events.

Emergency preparedness and response in Yukon is provided by three levels of government: Canada, through the RCMP territorial policing agreement, municipalities through its municipal firefighters and emergency preparedness plans, and the Department of Community Services.

Departmental responsibilities include Wildland Fire Management, Emergency Medical Services, the Fire Marshal's Office and the Emergency Measures Organization.

Community Services recognizes the importance of safe, efficient and effective delivery of these services, which protects the personal safety of the responders and the general public, as well as their property.

To accomplish this we have identified the following strategic objectives:

2.1 Deliver emergency management and first response programs within available resources

The very nature of emergency response services requires adaptive processes to generate expected outcomes out of unexpected circumstances. Scope and cost impact are often unpredictable. However, that does not mean all emergency response costs are uncontrollable.



Evaluating Southern Lakes Flood Risk

Community Services will take a risk management approach in modernizing its organizational structure and program delivery. The department will also place an increasing focus on government and individual prevention, preparedness and mitigation of emergency events. Combined, these efforts will better control overall emergency response costs.

Risk Enterprise Management & Performance Measure

Risks associated with not meeting this objective include costs continuing to rise, and therefore affecting the department's ability to manage all its programs within its appropriation. The ability to recruit and retain emergency response personnel, including volunteers must also be risk managed.

Making operational changes to emergency and first response can also result in public perception that the safety of lives and property is negatively impacted.

Balancing the high cost of these programs with public service expectations is challenging.

Community Services will manage these risks by making operational changes that reduce overall cost with minimal risk. It will look to best practices of other jurisdictions, as well as modernizing its equipment and methods of emergency and first response delivery.

Our performance measure is to meet this objective within the budget identified in the revised main estimates.

2.2 Grow a sufficient emergency volunteer base

There are approximately 500 volunteer firefighters, emergency medical service workers, search and rescue personnel and amateur radio volunteers throughout Yukon. Community Services recognizes the important role these volunteers provide to local emergency response and will work to develop ways to ensure this volunteer base remains strong, safe, and effective.



Ibex Valley Fire Department with new Fire Truck

2.3 Maintain an effective Yukon Government Emergency Coordination Plan

The Emergency Measures Organization (EMO) is responsible for coordinating Yukon's preparedness for, response to, and recovery from, major emergencies and disasters.

2.4 Supportive operational policies, procedures and practices;

In order to provide a more efficient and effective delivery of emergency preparedness and response services, Community Services recognizes that its internal policies, procedures and practices must be modernized.

2.5 Increased awareness of the public's personal role and responsibility for safety;

At any time, Yukoners could face an emergency situation that could change their lives forever. The best personal response to such an event is *prevention and preparedness*. The Emergency Measures Organization will play a key role in helping Yukon's citizens to understand how they can better prepare for an emergency event and help safeguard their families and property.

Strategic Goal 3 – Foster strong local governance and healthy, active communities.

Local governments provide advice or make decisions about community planning, infrastructure, bylaws and local services. Community Services believes that our citizens' quality of life is directly related to strong local governance and access to active living, sport and recreational opportunities.

To accomplish this, we have identified the following strategic objectives:

3.1 Enhanced local government capacity

Local governance in Yukon includes local advisory committees in some unincorporated communities and municipal governments in those communities incorporated under the *Municipal Act*. We will work with the Association of Yukon Communities and use the Our Towns, Our Future findings as a guide towards municipal sustainability in Yukon.

3.2 Active living and recreation opportunities in Yukon communities

Active living is an important aspect of our Yukon lifestyle, and access to quality sport and recreation opportunities are essential to a vibrant and healthy Yukon. Community Services will continue to provide leadership, resources and support to promote the stability of the Yukon sport, recreation and active living system.

3.3 Enhanced sport development opportunities

The Yukon government, through the department's Sport and Recreation Branch plays an important role in developing sport in Yukon. Sport development includes development of athletes, coaches and officials. This is accomplished through annual funding to Territorial Sport Governing Bodies and recreational authorities, as well as High Performance Athlete, Coaching and Officials grants. The department also provides funding to support local hosting of, or Yukon participation in, multi-sport games.



Whitehorse Public Library staff

3.4 Enriched Yukon public library services

Public libraries are valued community assets and meeting place, but the use of public library services is changing. Increased internet or electronic information availability means libraries must consider new ways to make their services more accessible. The Public Libraries Branch of Community Services will work to meet changing consumer reading and research needs.

3.5 Improved efficiency of property assessment and taxation programs and services

There has been a dramatic increase in building construction, particularly residential construction, over the past several years. This trend is expected to

continue. Increased housing means that more properties must be assessed and the department must be in a position to respond.

3.6 Effective dog control and animal protection in Yukon;

Dog control is becoming an increasingly important public safety and animal welfare issue in Yukon communities. This objective will be accomplished by working with local governments and the RCMP to address these concerns and educate the public about dog ownership responsibilities.

Strategic Goal 4 – Effectively administer a broad range of licensing, business and regulatory services.

Community Services is responsible for administering over 60 Yukon statutes. Much of this legislation regulates consumer protection, business, and professional licensing. Efficient administration of these regulatory services is key to supporting local business and protecting consumer interests and public safety.

To accomplish this, we have identified the following strategic objectives:

4.1 An attractive and safe business and consumer environment

Modernized legislation will help to ensure Yukon remains an attractive place to register and operate business entities. The department plans to continue to examine opportunities to update its various legislation, including legislation related to oil-fired appliances and life safety devices, to ensure Yukon consumer, business and professional licensing laws are current with national trends.

4.2 Increased public safety through the regulation of Yukon's health professions

The Agreement on Internal Trade has resulted in greater harmonization in the regulation of health professions in Canada. Community Services, which regulates a number of health professions, will continue to work with other regulators, local health care providers and the Yukon Department of Health and Social Services in developing regulatory standards to enhance health services in Yukon.

4.3 Efficient, technology-supported programs and services

As Yukon's economy continues to grow, demand for regulatory services is also rising. These demands are especially seen in our Corporate Affairs, Consumer Services and Building Safety branches. The department sees improved information services as a cost-effective method to achieve greater administrative efficiency.

4.4 Increased public awareness of regulatory requirements and consumer rights/responsibilities

Consumer and public education is an important part of the delivery of regulatory services. Community Services will continue to update and improve access to

information materials to ensure better public awareness of regulatory rights and responsibilities.

4.5 Modernize the regulation of residential tenancies

Following the assent of the Legislative Assembly to the new *Residential Landlord and Tenant Act*, Community Services is working to develop the associated regulations and establish the Residential Tenancies Office to manage the implementation of the legislation.

Corporate Strategic Goals



Department heads recognize that all departments will undertake certain strategic activities, or will share responsibility for the implementation of key government initiatives. As a result, all department strategic plans contain the following corporate strategic goals.

Strategic Goal 5 – Attract, develop and engage talented people to continue to provide high quality services to the public.

In order to achieve service excellence to the general public and our partners and stakeholders, we must provide mechanisms to develop our employees and ensure they work in supportive and safe environments.

To accomplish this we have identified the following strategic objectives:

5.1 A culture of safety in the workplace

Community Services strives to ensure the safety of staff and volunteers by meeting or exceeding safety regulation or industry standard requirements.

5.2 A culture of effective Human Resources Management practices

Community Services is committed to providing and supporting opportunities for staff development. Doing so will positively impact our service quality, as well as staff recruitment and retention.

Risk Enterprise Management & Performance Measure

Community Services' broad program responsibilities require a wide range of human resource (program/subject matter experts versus human resource) professionals throughout Yukon. Many of these positions are highly specialized and difficult to recruit and retain, especially in smaller communities.

Inability to fill these positions can result in critical service gaps and risks to public safety. Yukon is also not alone in this position. A risk to our ability to recruit and retain is the fact we are competing with other governments and private industry for the same pool of professionals.



We will manage this risk by ensuring our department becomes an employer of choice. We will develop a Human Resource Strategy that will identify clear objectives and activities to address this risk. We will also continue to develop our own departmental culture of open communication, provision of opportunities and celebrations of successes. These are all key components in making people want to work with us.

Our performance measure is to develop and implement a Staff Needs Assessment Tool designed to monitor and predict both current and future staffing needs.

5.3 Effective internal communications

With employees located throughout Yukon, it is important that our department strive to improve internal communications.

5.4 Increased internal knowledge and capacity

This objective will focus on increasing capacity and knowledge of the corporate services area of the department.

Strategic Goal 6 – Practice open, accountable and fiscally responsible government

Community Services is committed to planned, responsible and accountable program delivery.

To accomplish this we have identified the following strategic objectives:

6.1 A Departmental Planning & Accountability Framework

This Framework will include continued strategic and annual and budget planning that incorporates risk enterprise management to ensure efficient and effective program management.

6.2 Increased awareness of departmental programs and services

Items under this objective will address internal and external communication activities.

Strategic Goal 7 – Advance strategic corporate initiatives through interdepartmental cooperation.

The Department of Community Service works collaboratively with Yukon government departments and others on major Government of Yukon initiatives and priorities.

To accomplish this we have identified the following strategic objectives:

7.1 Build new First Nation relations in a modern treaty environment

7.2 Respond to the recommendations of the Oil-Fired Appliances Working Group

7.3 Enable efficient and effective Yukon government emergency preparedness and response

7.4 Work cooperatively with other departments on items of mutual concern



New Emergency Response Centre, Whitehorse